

Managing Enterprise in the 21st Century

Business Plan



Group information

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Executive Summary

El Fogón Nica will be the first restaurant in London dedicated to authentic Nicaraguan cuisine. In a market with several Latin options, we will stand out by offering unique Nicaraguan flavours and dishes: grilled meats, gallo pinto, tajadas, and the warmth of our culture. We will cater both to the growing Latin community and diners seeking new culinary experiences. With a committed team and a solid financial plan, we aim to establish ourselves in the first year and, if the market responds as expected, expand. More than just an option, El Fogón Nica will be an embassy of Nicaragua in London, offering tradition, flavours, and culture in every dish.

Business Concept

El Fogón Nica is a Nicaraguan restaurant will be located in Southeast London. The business concept will be based on offering authentic traditional Nicaraguan grilled food, specialising in chicken, beef, pork, and grilled sausages. The restaurant aims to introduce the flavours of Nicaragua to the local market by providing an enjoyable, cultural, and affordable dining experience.

The concept of the business is to combine authenticity, quality, and affordability in order to attract different customer groups, including Latin American customers, local residents, workers, families, and people interested in trying international food.

Business Description

El Fogón Nica will be a small food business created to satisfy the demand for authentic Latin American cuisine in London, especially Nicaraguan food, which is less common in comparison with other international cuisines. The restaurant will be located in Southeast London, an area with a diverse population and a strong potential market for affordable and flavourful meals.

The main purpose of the business will be to offer customers a unique experience through traditional grilled dishes prepared in the Nicaraguan style. In addition to serving food, the business seeks to promote Nicaraguan culture and traditions through its menu and customer service. The restaurant will focus on high-quality ingredients, good customer satisfaction, and competitive prices.

Product Description

El Fogón Nica will specialise in traditional Nicaraguan grilled dishes, offering a menu focused on grilled chicken, beef, pork, and sausages prepared using authentic cooking methods and traditional Nicaraguan marinades and flavours. The menu may also include a variety of side dishes and complementary items that reflect the country's gastronomy, such as tortillas with pickled onions in white vinegar and chilli, gallo pinto

(rice and beans), and tajadas (fried green plantain), among others that may be added in the future.

The products will be designed to be balanced, fresh, and appealing to a wide range of customers. The restaurant will aim to provide a unique dining experience by combining high-quality ingredients, traditional preparation methods, and a strong cultural identity. This approach will create a competitive advantage, as El Fogón Nica will offer customers a distinctive alternative to standard fast food and more common restaurant options.

Business Objectives (SMART Objectives)

The main objective of El Fogón Nica is to establish a successful and sustainable Nicaraguan-style food business in London, offering authentic grilled food at affordable prices while building a strong customer base and brand recognition.

Short-Term Objectives (less than a year)

1. To successfully launch the business within the first 6 months, including securing a suitable location, necessary licenses, and equipment.
2. To achieve an average of 50-80 customers per week within the first 3 months of operation, through local marketing and word-of-mouth.
3. To partner with at least two delivery platforms (e.g., Uber Eats and Deliveroo) within the first 2 months, to increase visibility and sales.
4. To maintain high customer satisfaction, aiming for at least a 4.5-star rating on online platforms within the first 6 months.

Long-Term Objectives (More than a year)

1. To increase sales revenue by at least 20% annually, by expanding the customer base and improving marketing strategies.
2. To open a second location within 3–5 years, depending on business performance and demand.
3. To build a strong brand identity in London, becoming recognized as a go-to place for authentic Nicaraguan food.

4. To expand the menu and services, including catering for events and community activities within 2–3 years.

Market Analysis and Marketing Plan

Market Analysis (Competitors, Customers, Target Groups)

Customers:

The business is planned to be located in Elephant and Castle, an area in London known for its strong Latin American community. This location is strategic, as it allows the business to attract a high number of Latin customers who are already familiar with similar food and flavours.

At the same time, the area is also visited by a diverse population, including students and professionals, which creates an opportunity to introduce Nicaraguan cuisine to a wider audience. This combination makes the location ideal for both cultural authenticity and market growth.

Competitors:

The main competitors of El Fogón Nica will include established Latin American restaurants in Elephant and Castle and nearby areas, such as Leños & Carbon, Paladar and La Brasa Grill. These businesses will offer similar products, including grilled meats, traditional Latin American dishes, and affordable takeaway options. However, most of these restaurants will focus on Colombian or broader Latin American cuisine rather than specifically on Nicaraguan food.

El Fogón Nica will differentiate itself by offering authentic Nicaraguan flavours, traditional grilled dishes and recipes that are less common in the local market. While competitors such as Leños & Carbon and La Brasa Grill will attract customers through large portions and grilled meat portions, El Fogón Nica will aim to combine cultural authenticity, affordable prices, and a unique menu that introduces customers to Nicaraguan cuisine. This strategy will allow the business to stand out in a highly competitive market while appealing to both the Latin American community and a wider audience.

Target Groups:

- Latin American community.
- Young adults and professionals.
- Food enthusiasts and tourists.
- Delivery customers.

PESTEL Analysis

Political / Legal

El Fogón Nica may be affected by increases in the National Living Wage, business rates, and National Insurance contributions. From April 2026, the National Living Wage will rise to £12.71 per hour, which may increase staffing costs for the restaurant because hospitality businesses usually depend on a large number of employees. In addition, changes in immigration policies could make it harder to recruit workers for kitchen and customer service roles (Low Pay Commission, 2025; UKHospitality, 2025).

Economic

The business may be strongly affected by inflation and the rising cost of ingredients, rent, utilities, and fuel. Food prices in the UK increased by 4.5% in the year to December 2025, while restaurant and hotel prices rose by 4.1% in January 2026. This may reduce profit margins because El Fogón Nica will rely on meat, imported Latin American ingredients, oil, and fresh vegetables. At the same time, many customers may reduce how often they eat out due to the cost-of-living crisis, making affordable pricing very important for the business (ONS, 2026; YouGov, 2025).

Social

Elephant and Castle has one of the largest Latin American communities in London, which could benefit El Fogón Nica because there may be strong demand for authentic Nicaraguan food. Around 10% of the population in Southwark is Latin American, and the borough is recognised as one of the main centres of Latin American culture in the UK. This may help the business attract Latin American customers who are looking for traditional flavours from home, while also attracting tourists, office workers, and students who want to try a different cultural experience (Live the World, 2025; Latino Life, 2025).

Technological

Technology may help El Fogón Nica grow faster and reach more customers. Delivery platforms such as Uber Eats, Deliveroo, and Just Eat could increase sales by allowing customers to order online. Social media platforms such as Instagram and TikTok may also be important because food businesses often depend on photos, videos, and reviews to attract customers. Contactless payments, QR code menus, and online booking systems may improve customer convenience and make the business appear more modern.

Environmental

Environmental issues may affect the business because energy costs, food waste, and packaging regulations continue to increase. Customers are becoming more environmentally aware and may prefer restaurants that use recyclable packaging and reduce plastic waste. In addition, rising gas and electricity prices could increase the cost of operating grills, refrigerators, lighting, and kitchen equipment. Since grilled meats are a key part of El Fogón Nica's menu, higher energy costs may directly affect the profitability of the restaurant (Christie & Co, 2026).

Legal

El Fogón Nica will need to comply with several UK laws before opening. The business will be required to register with the local authority, follow food hygiene regulations, and ensure that all staff have the legal right to work in the UK. If the restaurant decides to sell alcohol or serve hot food late at night, it may also need additional licences. These legal requirements may increase costs and create more responsibilities for the business. The main legislation affecting the restaurant includes the Food Safety Act 1990, the Food Safety and Hygiene (England) Regulations 2013, and the Licensing Act 2003.

SWOT Analysis

Strengths:

- Authentic Nicaraguan food, which is unique in the London market.

- Affordable prices compared to other restaurants.
- Simple and traditional menu that is easy to manage.
- Strong cultural identity and homemade flavour.

Weaknesses:

- New business with no established reputation
- Limited initial budget and resources
- Lack of brand recognition in the UK market
- Dependence on a small team in early stages

Opportunities:

- Growing interest in Latin American cuisine in London
- Increasing use of food delivery platforms
- Multicultural population open to trying new foods
- Potential to expand into catering and events

Threats:

- High competition in the food industry
- High operating costs in London (rent, wages, supplies)
- Economic factors affecting customer spending
- Strict food safety and business regulations

Marketing Mix (4Ps)

Product:

El Fogón Nica will offer authentic Nicaraguan-style grilled dishes, including chicken, beef, pork, and sausages, prepared using traditional cooking methods. The menu will also include a variety of side dishes such as fresh tortillas, salads, Gallo Pinto (rice and beans), and tajadas (fried plantains), providing both balanced and indulgent options.

All products will be made with fresh ingredients and designed to deliver a simple, high-quality, and culturally rich food experience. The menu will remain focused and easy to manage while offering enough variety to appeal to a wide range of customers.

Price

The pricing strategy will focus on affordability and value for money, targeting students, workers, and families. Competitive prices and different portion options will be offered to suit a range of budgets.

Place

The business will be located in Elephant and Castle, a strategic area with a strong Latin American community. It will also offer takeaway and delivery services to reach a wider customer base.

Promotion

Promotion will focus on social media platforms such as Instagram and TikTok, using food images and videos to attract customers. Customer reviews, word-of-mouth, and special offers will help build a strong reputation.

Management Team

The management team of El Fogón Nica will consist of a small and efficient group of staff responsible for the daily operations of the business.

The Owner / General Manager will oversee all aspects of the business, including operations, finances, and customer service. The Head Chef (Grill Chef) will be responsible for food preparation, quality, and maintaining traditional flavours. The Kitchen Assistant will support food preparation and kitchen organisation, while the Server / Cashier will handle customer service, orders, and payments.

This simple structure allows the business to operate efficiently while maintaining high standards of quality and service.

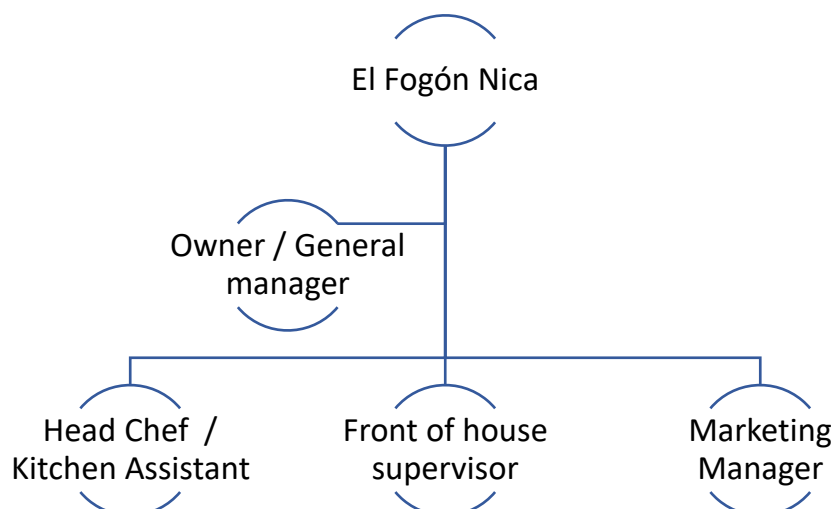
Management team and their background

The owner of El Fogón Nica will act as the General Manager of the business. She currently has experience working as a cleaning supervisor, where she is responsible for managing staff, solving problems, organising schedules, and maintaining high standards. These skills will be useful for managing the restaurant on a daily basis.

The business will also employ a Head Chef who will be responsible for food preparation, quality control, stock management, and kitchen hygiene. In addition, a Front of House Supervisor will oversee customer service, reservations, and staff organisation. A Marketing and Social Media Manager may also be employed to promote the business through online platforms and attract more customers.

Position	Main responsibilities	Skills required
General manager	Oversee operations, finance, staff	Leadership, communication, organisation
Head Chef	Prepare food, hygiene, stock control	Cooking, time management, food safety
Front of House supervisor	Customer service, reservations	Communication, teamwork
Marketing manager	Social media, promotions	Creativity, digital skills

Organisational Chart



Key Milestones

- Develop the business idea and concept
- Create brand identity (name and logo)
- Conduct market research
- Secure funding and budget
- Find a suitable location in Elephant and Castle
- Obtain licenses and permits
- Purchase equipment and supplies
- Launch the business
- Start marketing and promotion

Financial Plan (One Year)

Sources of Finance

The one-year financing plan for El Fogón Nica will rely on three main sources. First, a portion of the capital will come from my personal savings as the owner, allowing coverage of initial and operational costs. Second, I will seek support through loans from family members, offering flexibility in repayment terms. Finally, the governmental “Start Up Loans” program provided by the British Business Bank will be utilized, offering up to £25,000 along with business mentoring (British Business Bank, 2026). These three avenues will ensure a solid financial foundation for the launch of the restaurant.

Source of Finance	Estimated Amount (£)
Personal Savings	8,000
Family Loans	7,000
Start Up Loan	20,000
Total	35,000

Cash Flow Forecast

During the first three months, El Fogón Nica is expected to experience a negative cash flow due to high start-up and operating costs. However, from April onwards, the restaurant is expected to generate positive cash flow as sales increase, and the business becomes more established. December is expected to produce the highest positive cash flow due to seasonal demand and increased customer spending during the Christmas period.

Month	Cash Inflows (£)	Cash Outflows (£)	Net Cash Flow (£)
January	6,000	8,200	-2,200
February	6,450	8,200	-1,750
March	7,050	8,300	-1,250
April	7,950	8,400	-450
May	8,550	8,500	50
June	9,000	8,700	300
July	9,450	8,800	650
August	9,450	8,800	650

September	10,050	9,000	1,050
October	10,500	9,100	1,400
November	10,950	9,300	1,650
December	12,000	9,800	2,200

Sales Forecast

The sales forecast for El Fogón Nica is based on the expectation that the restaurant will gradually attract more customers during its first year of operation. In the first few months, sales are expected to be lower because the business will still be building brand awareness and a customer base. However, sales are expected to increase over time due to repeat customers, word-of-mouth recommendations, social media promotion, and delivery services.

Month	Estimated Number of Customers	Average Spend per Customer (£)	Estimated Sales Revenue (£)
January	400	16	6,400
February	430	16	6,880
March	470	16	7,520
April	530	16	8,480
May	570	16	9,120
June	600	16	9,600
July	630	16	10,080
August	630	16	10,080
September	670	17	11,390

October	700	17	11,900
November	730	17	12,410
December	800	17	13,600

The average spend per customer is expected to remain at £16 during the first part of the year. However, due to rising food prices, higher wages, and increasing utility costs, the average selling price may increase to £17 later in the year to maintain profitability. This small increase is not expected to significantly affect customer demand because meals will continue to offer a strong protein portion, one side dish, and salad. According to the Office for National Statistics, prices in the restaurants and hotels sector increased by 4.1% in the year to January 2026, while food inflation and wage costs also continued to affect hospitality businesses.

Cost of Production Forecast

The cost of production for El Fogón Nica will mainly depend on the price of meat, side dishes, labour, utilities, and packaging. Since grilled chicken, pork, beef, and sausage will be the main products offered by the restaurant, protein costs are expected to represent the largest part of the production cost. The average selling price of a meal is expected to begin at £16 and may increase to £17 later in the year if meat, energy, and labour costs continue to rise.

Item	Estimated Cost per Meal (£)
Chicken / Pork / Beef / Sausage Portion	3.50
One Side Dish and Salad	1.20
Sauces and Condiments	0.50
Packaging	0.40
Utilities (gas, electricity, water)	0.80
Labour Cost per Meal	2.50

Total Estimated Cost per Meal	8.90
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This means that if a meal is sold for £16, the estimated gross profit per meal will be approximately £7.10 before fixed expenses such as rent, insurance, and loan repayments are deducted. If the average selling price increases to £17 later in the year, the estimated gross profit per meal may rise to approximately £8.10.

Protein costs are expected to remain the highest production expense because meat prices in the UK continue to increase due to inflation and supply chain pressures. Labour costs are also expected to rise because of increases in the National Living Wage, while utilities such as gas and electricity may remain expensive for hospitality businesses. According to the Office for National Statistics, food prices and restaurant prices continued to rise during 2026, creating additional pressure on hospitality businesses to increase their prices to maintain profitability (ONS, 2026).

Break Even Analysis

The break-even point for El Fogón Nica is the stage at which the business will generate enough revenue to cover all fixed and variable costs without making a profit or a loss. The estimated average selling price per meal will be £16, while the estimated variable cost per meal will be approximately £8.90. This means that each meal sold will contribute around £7.10 towards covering fixed costs such as rent, wages, insurance, marketing, utilities, and loan repayments.

The estimated fixed costs of the business are expected to be approximately £8,500 per month. Therefore, El Fogón Nica will need to sell around 1,197 meals per month to break even.

This is equivalent to approximately 40 meals per day. Once the business begins to sell more than this amount, it is expected to start generating a profit. Since the restaurant will also offer additional side dishes such as gallo pinto, tajadas, tortillas, and grilled sausage for an extra £4, the business may be able to reach the break-even point faster through additional sales and higher customer spending.

Operations and Management Plan

Production of Good and Service

In the production of goods and services, El Fogón Nica will focus on offering fresh, high-quality food, with an emphasis on grilled meats. The proteins (chicken, pork, beef, and sausage) will be prepared daily, ensuring that all ingredients are from the same day. Side dishes and salads will also be prepared in-house, ensuring freshness and consistency in every service.

To maintain consistency in quality, temperature controls in cooking and refrigeration will be implemented, and each dish's presentation and flavour will be verified. No food from previous days will be reused, ensuring constant freshness. Additionally, a daily inventory management system will be implemented to reduce waste and keep costs under control.

As for suppliers, the business will initially work with local butcheries in Seven Sisters for meat and will source vegetables in bulk from wholesalers like Cyprofood. Packaging for takeaway will also be sourced from these suppliers. Delivery services will be carried out in partnership with platforms such as Deliveroo, Uber Eats, and Just Eat, ensuring efficient customer order fulfilment. Customer feedback will be taken into account to continually adjust and improve the service.

Technology Plan

El Fogón Nica will incorporate technology to optimize operations and enhance the customer experience. We will implement a point-of-sale (POS) system to manage orders, payments, and real-time inventory control. Additionally, we will offer a digital menu accessible via QR codes at each table, allowing customers to view the menu on their devices if preferred. Our menu will also be available on our Google Business Profile, so customers can check it before visiting and leave reviews.

For delivery, we will partner with platforms such as Deliveroo, Uber Eats, and Just Eat to expand our reach. Finally, we will use social media platforms like Instagram and

TikTok to promote our dishes and activities, while analysing sales data and customer feedback to adjust strategies based on insights.

Human Resource Plan

El Fogón Nica will have a team composed of key roles. The owner will act as General Manager. The Head Chef will be responsible for the kitchen, supported by Kitchen Assistants who will help with preparation and cleanliness. The Front of House Supervisor will manage customer service and floor operations.

Requirements will include kitchen experience for the Head Chef, customer service skills for the Supervisor, and food hygiene training for all staff. The team will work in two shifts: a morning shift (e.g., 10 a.m. to 4 p.m.) and an evening shift (e.g., 4 p.m. to 10 p.m.), ensuring coverage throughout the opening hours. Additionally, uniforms will be provided, and a positive work environment will be maintained, with performance evaluations and feedback sessions.

Expansion Plan

El Fogón Nica will plan its expansion once a stable customer base and sustained profitability are achieved. After 12 to 18 months of operation, we will evaluate opening a second location or expanding services, such as catering. Expansion will primarily be financed through reinvested profits, but at that stage, we will also consider applying for a formal bank loan to support growth. The expansion decision will be based on financial analysis, market demand, and the team's capacity to maintain quality and operational consistency.

Reference List

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Appendices:

Startup Costs	Estimated Amount (£)
<i>Deposit (rent)</i>	9,000
<i>Initial rent (first month)</i>	3,000
<i>Licenses and legal fees</i>	1,500
<i>Kitchen equipment</i>	15,000
<i>Furniture and decor</i>	5,000
<i>Initial inventory (ingredients)</i>	2,000
<i>Initial marketing</i>	1,500
<i>POS system</i>	1,000
<i>Business insurance</i>	1,000
<i>Initial staff wages (first month)</i>	5,000
<i>Uniforms and initial staff gear</i>	800
<i>Miscellaneous (maintenance, contingency)</i>	1,500
Total Estimated Startup 46,300 	

Operating Costs	Estimated Monthly Amount (£)
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<i>Rent (after initial month)</i>	3,000
<i>Staff salaries (ongoing)</i>	10,000
<i>Utilities (electricity, water, gas)</i>	1,200
<i>Inventory (ingredients, supplies)</i>	5,000
<i>Ongoing marketing & promotions</i>	800
<i>Business insurance (monthly portion)</i>	100
<i>POS and software subscriptions</i>	150
<i>Miscellaneous & maintenance fund</i>	500

Total Estimated Monthly Operating Costs | 20,750 |

Running Costs	Fixed Costs (£)	Variable Costs (£)
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<i>Rent (monthly)</i>	3,000	-
<i>Staff salaries (monthly)</i>	10,000	-
<i>Utilities</i>	-	1,200
<i>Inventory (ingredients)</i>	-	5,000
<i>Marketing (ongoing)</i>	800	-
<i>Insurance (monthly)</i>	100	-
<i>POS/Software</i>	150	-
<i>Miscellaneous fund</i>	500	-

Total | 14,550 | 6,200 |